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2006 - 2007 STRATEGIC PLAN

**SOUTH CAROLINA
DEPARTMENT OF PROBATION,
PAROLE AND PARDON SERVICES**

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DIRECTOR**

PLANNING FOR THE FUTURE...

OUR DEPARTMENT'S STRATEGIC PLANNING PROCESS

Our Department's mission, vision, goals, strategies and other elements of this plan were envisioned and developed by a wide cross section of our employees. To obtain information on topics of interest and concern we surveyed and talked with over 150 of our employees through 22 focus groups, including representation from every county office and every section within our Department's Central Office. Questions were asked and discussed concerning our Department's strengths, weaknesses, opportunities and threats, as well as organizational values that we should embrace to continue our quest towards building an organizational culture that will serve as a model throughout state government.

Following our focus group meetings, the varied responses to our survey questions and discussion topics were aggregated and analyzed by our Department's Strategic Planning Team; a team that included representation from every division within our Department, as well as the Office of Executive Programs. Following this analysis, the team developed recommendations for our Department's organizational values, vision, strategic goals, strategies, and a set of recommended action items....needed to make our plan both, actionable and an important management guide and tool. During its work, the team made every effort to incorporate key recommendations from the focus groups and to integrate these with nationally recognized performance excellence criteria, and the requirements of our state government's accountability reporting process.

This booklet is designed to share with you the results of your recommendations; our strategic goals and strategies, and the actions we will need to take to realize our vision for our future....

“to be recognized nationally as a catalyst for positive change in the lives of offenders, a force for public safety, a leader in victim services, and a responsible steward of public funds.”

ELEMENTS OF OUR STRATEGIC PLAN

MISSION

Our mission statement is based on the legislation that created our Department. It reflects our primary responsibilities and a general description of how we will accomplish them.

VISION

Our vision depicts the type of organization we intend to be in the future. By consistently applying our values and following the goals and strategies set forth in this plan, we will achieve our vision.

VALUES

Our statement of values represents our guiding principles as we carry out our mission and pursue our vision for the future. We intend to demonstrate these values in our daily interactions with our customers, both internal and external.

GOALS

We have identified areas that we must address to achieve our vision. These are our organization's priorities, against which we will ultimately measure our progress.

STRATEGIES

Each of our goals is supported by strategies that more specifically describe processes we must put in place to help achieve our goals.

ACTION ITEMS

These represent specific actions that we must take to support our strategies and achieve our goals. They include detailed commitments of resources, time horizons, and measures that help determine progress towards the achievement of strategic goals.

MISSION STATEMENT

- To **prepare** offenders under our supervision toward becoming productive members of the community;
- To **provide** assistance to the victims of crimes, the courts and the parole board; and
- To **protect** public trust and safety.

VISION STATEMENT

Our Vision is to be recognized nationally as a catalyst for positive change in the lives of offenders, a force for public safety, a leader in victim services, and a responsible steward of public funds.

VALUES

Our Values reflect who we are and the things for which we stand. We are committed to demonstrating these guiding principles to ourselves and to those we serve.

INNOVATION & PERFORMANCE EXCELLENCE

Demonstrating pride and professionalism in the workplace and the community;
Creating a work environment that generates innovation and continuous improvement;
Demonstrating customer service excellence;
Recognizing employee achievement; and
Supporting professional growth and development for all staff.

DIGNITY & RESPECT

Treating people fairly, with courtesy;
Being considerate of others;
Acknowledging the ideas, viewpoints, and differences of others; and
Balancing organizational needs with individual needs and interests.

DIVERSITY & EQUAL OPPORTUNITY

Demonstrating diversity and equal opportunity within the Department;
Building on our commonalities and differences; and
Cultivating an appreciation for diversity within our community.

HONESTY & INTEGRITY

Creating trust;
Doing what is right;
Maintaining the highest standards of legal behavior and ethical conduct; and
Being loyal to the Department and its mission.

OPENNESS & TEAMWORK

Working together as a team;
Building on each other's strengths;
Communicating openly and effectively;
Empowering people, demonstrating leadership; and
Developing collaboration and partnerships.

ACCOUNTABILITY

Protecting the public's trust;
Being responsible for our actions;
Making decisions based on facts and data; and
Practicing sound fiscal management.

2006 - 2007 STRATEGIC PLAN

GOALS, STRATEGIES, ACTION ITEMS

GOAL 1

TO EFFECTIVELY MEET OUR MISSION RESPONSIBILITIES

STRATEGIES

- 1.1 To provide for appropriate and effective supervision and intervention strategies that promote offender accountability.

ACTION ITEMS:

- 1.1.1 *Develop and track a defined set of key performance indicators (measures) related to supervision effectiveness and offender accountability. Conduct annual reviews on the effectiveness of measures.*
- 1.1.2 *Streamline the Agent Performance Management (APM) procedures for supervisors to utilize current information technology tools. Incorporate APM into the Employee Performance Management System.*
- 1.1.3 *Begin implementation of the Offender Assessment Team's recommendations.*
- 1.1.4 *Validate the new Workload Model to include a monthly reporting process.*
- 1.1.5 *Implement the GPS Monitoring Program to include the implementation of a 24/7 Alert Center.*
- 1.1.6 *Implement a 24/7 Monitoring Center*

- 1.2 To support the successful reintegration of offenders into the community.

ACTION ITEMS:

- 1.2.1 *Develop a systematic approach and defined methodology for tracking the Department's offender program initiatives.*

1.2.2 *Develop a system for tracking the recidivism rate of offenders that have completed their periods of supervision under the Department's jurisdiction.*

1.2.3 *Develop a formal methodology to identify and maintain a network of referral sources that will assist offender needs in areas to include employment, education, substance abuse, sex offender treatment, and other counseling services.*

1.3 To operate residential center programs and services that are responsive to the needs and financial obligations of resident offenders in a safe and secure environment.

ACTION ITEMS:

1.3.1 *Implement the Prison Rape Elimination Act Guidelines within 180 days of receipt of federal guidelines.*

1.3.2 *Track the percentage of offenders completing program requirements (for each major program area).*

1.3.3 *Track the number of safety and security incidents by incident type.*

1.3.4 *Determine and assign resident offenders to treatment plans within ten working days of initiating residency.*

1.3.5 *Track bed-space utilization rates for each residential center.*

1.3.6 *Evaluate residential center services based on offender needs identified at intake.*

1.4 To provide accurate and timely information to the Courts, SC Board of Pardons and Paroles and other stakeholders.

ACTION ITEMS:

1.4.1 *Conduct complete and accurate pre-parole and other investigations for the Parole Examiners within specified timeframes. Track strategic Pre-Parole Investigation indicators to ensure timeliness.*

1.4.2 *Complete accurate parole case summaries for the SC Pardons and Paroles process within specified time frames.*

- 1.4.3 *Conduct pre-sentence investigations as ordered by the Court of General Sessions within specified timeframes pursuant to statutory requirements. Provide routine information to the Court regarding active offenders who appear in General Sessions Court.*
- 1.4.4 *Review, evaluate, and implement the recommendations of the OIS Closure Code Team.*
- 1.4.5 *Review and evaluate the recommendations of the Offender Assessment Team relating to parole investigations.*

1.5 To maximize our support and services to the victims of crime.

ACTION ITEMS:

- 1.5.1 *Maintain a remote video conference capability by utilizing grant funding.*
- 1.5.2 *Implement conversion of victim-related forms from English to Spanish, utilizing grant funding.*
- 1.5.3 *Develop a methodology for obtaining information regarding victim satisfaction with the services provided by the Department.*
- 1.5.4 *Collect ordered restitution from offenders and distribute to victims within 30 business days of collection.*

1.6 To maintain a systematic approach for apprehending fugitives.

ACTION ITEMS:

- 1.6.1 *Explore internal and external “best practices” for investigating and apprehending fugitive offenders to include, but not limited to ROCIC (Regional Organized Crime Information Center) investigations and designated fugitive field investigators.*
- 1.6.2 *Develop a formal process for the submission, selection and posting of the Department’s “10 Most Wanted List” to assist in the apprehension of offenders perceived as being dangerous to the community.*
- 1.6.3 *Evaluate the Department’s process for entering warrants into the National Crime Information Center (NCIC).*

1.7 To effectively support special and emergency public safety operations.

ACTION ITEMS:

- 1.7.1 Participate in the South Carolina Emergency Preparedness Operation as mandated by the Governor in three specific areas: Mass Care (ESF-6), Law Enforcement Services (ESF-13), and Evacuation Traffic Management (ESF-16).*
- 1.7.2 Provide Department personnel and equipment to augment and support the primary agency in carrying out all related special and emergency service duties as mandated. Track the number of personnel and employee hours provided by type of event supported.*
- 1.7.3 Maintain Special and Emergency Operations standard operating procedures.*
- 1.7.4 Conduct “after action” reviews to assess the effectiveness of all Special and Emergency Operations deployments within 30 days of completion.*

1.8 To actively engage in local, state and federal partnerships.

ACTION ITEMS:

- 1.8.1 Develop a process for tracking the Department’s formal partnerships. Maintain a current contracts grid that includes all MOAs, MOUs, Letters of Agreement, and contracts.*
- 1.8.2 Actively seek and participate in partnerships with other federal, state and local entities that contribute to the mission of the Department.*

1.9 To actively promote and market the mission of the Department and its employees.

ACTION ITEMS:

- 1.9.1 Implement a marketing plan for the Department.*
- 1.9.2 Implement a Speaker’s Bureau with supporting infrastructure.*
- 1.9.3 Implement a Community Outreach initiative.*
- 1.9.4 Participate in statewide career fairs to recruit new staff.*

1.9.5 *Implement changes to the Department's website in order to comply with ADA requirements.*

1.9.6 *Maintain current and relevant information on the agency's website.*

GOAL 2

TO MAXIMIZE THE AVAILABILITY AND UTILIZATION OF THE DEPARTMENT'S INFORMATION MANAGEMENT SYSTEMS

STRATEGIES

- 2.1 To continuously evaluate, develop and implement innovative technology to improve the quality and effectiveness of service delivery while minimizing cost.

ACTION ITEMS:

2.1.1 *Expand LiveScan implementation based on available grant funding.*

2.1.2 *Implement an updated system for creating Department employee identification credentials.*

- 2.2 To evaluate and develop application databases for system integration, upgrade or replacement.

ACTION ITEMS:

2.2.1 *Conclude and implement results of TiBA consulting.*

2.2.2 *Integrate GPS into the OIS.*

2.2.3 *Develop an implementation timeline for AIMS enhancements to facilitate administrative support systems.*

2.2.4 *Determine the most feasible method of utilizing digital imaging of key offender records (e.g., parole certificates, warrants, orders, etc.).*

2.2.5 *Evaluate and develop databases on functionality of current system and customer feedback.*

2.3 To provide responsive and effective support for the Department's information management needs.

ACTION ITEMS:

2.3.1 Conduct an annual internal customer feedback survey.

2.3.2 Form an ITSS Users Group for the Department, consisting of ITSS and a cross-section of Department staff.

GOAL 3

TO CONTINUOUSLY IMPROVE OUR PROCESSES

STRATEGIES

3.1 To develop and implement effective work processes that are streamlined, proactive and responsive

ACTION ITEMS:

3.1.1 *Develop a formal and systematic process for the development, change and review of the Department's policies and procedures. Include a formal process for employee participation in the development and change process.*

3.1.2 *Conduct an annual review of all Department policies and procedures.*

3.1.3 *Implement an agency-wide plan to ensure cross-training for critical job functions.*

3.1.4 *Establish a standard template for agency standard operating procedures and implement SOP development protocols.*

3.2 To identify “best practices” in other states and import those to the Department.

ACTION ITEMS:

3.2.1 *Develop a methodology for researching, sharing and implementing, as appropriate, best practices using all available resources.*

3.2.2 *Research best practices as a part of the “research and development” phase of all new project and work processes.*

3.3 To ensure that all Department communications are timely, consistent, professional and responsive to the needs of our employees and stakeholders

ACTION ITEMS:

- 3.3.1 Conduct annual employee satisfaction surveys to include questions on the effectiveness of the Department's internal and external communications processes.*
- 3.3.2 Continue the timely (quarterly) publication of The Informer.*
- 3.3.3 Implement Internet access for all Department locations.*
- 3.3.4 Implement a Department Intra-net.*

3.4 To utilize the Strategic Plan as a prime decision making tool.

ACTION ITEMS:

- 3.4.1 Incorporate the Strategic Plan into the Department's annual Accountability Report.*
- 3.4.2 Conduct quarterly reviews on the status and progress made toward achieving the Department's strategic goals, strategies, and related action plans.*
- 3.4.3 Develop appropriate measures that will reflect the Department's progress towards the achievement of its strategic goals, strategies, and action plans.*
- 3.4.4 Place the Strategic Plan on a shared drive with access for all PPP staff.*
- 3.4.5 Promote the publication and importance of the Strategic Plan. Develop a methodology for routinely communicating the contents of the strategic plan to all employees.*

3.5 To link the EPMS process to the Strategic Plan.

ACTION ITEMS:

3.5.1 Link all employee EPMS Planning Stages to one or more of the strategies/action items of this strategic plan.

3.5.2 Implement a system for annual documentation by each PPP staff member that the Strategic Plan has been reviewed with them by their supervisor.

3.6 To use the annual accountability report as a tool for setting improvement priorities.

ACTION ITEM:

3.6.1 Within 60 days of completion of the Department's annual Accountability Report, form a team to assess the key strengths and opportunities for improvement based on information contained in the report.

3.7 To maintain an effective internal audit function.

ACTION ITEM:

3.7.1 Develop and implement a methodology that will include an annual auditing plan for the Department. Include: a process for tracking audit completions; reporting closure; and a methodology for tracking and reporting common audit findings. Include a methodology for including audit findings in the work process development and review process. Track data on customer and management satisfaction with the auditing process

GOAL 4

TO DELIVER QUALITY SERVICES TO OUR CUSTOMERS AND STAKEHOLDERS

STRATEGIES

4.1 To demonstrate our Department's values through our actions

ACTION ITEMS:

- 4.1.1 *Include an evaluation component on the Department's organizational values in all employee performance evaluations.*
- 4.1.2 *Beginning July 2006, include a briefing on the Department's values in all new employee orientation programs. Values to be presented by the Director or a member of the EMT.*
- 4.1.3 *Conduct an annual employee survey to determine the integration of the organizational values into the organization's culture.*

4.2 To determine the needs and expectations of our customers and to utilize their feedback for continuous improvement

ACTION ITEM:

- 4.2.1 *Develop a methodology for obtaining service satisfaction feedback from the Department's key customer segments. Include a methodology for incorporating this feedback into the service development and design process.*

4.3 To employ a systematic process to address and resolve complaints

ACTION ITEM:

- 4.3.1 *Enhance the process for systematically collecting, aggregating, and addressing complaints received by the Department. Include a methodology for tracking and reporting recurring complaints, and for tracking response time to the complainant.*

GOAL 5

TO OPTIMIZE OUR FINANCIAL RESOURCES AND TO BE FISCALLY RESPONSIBLE

STRATEGIES

5.1 To be responsible and accountable in the management of all of the Department's financial resources.

ACTION ITEMS:

5.1.1 Ensure that a strong internal control structure and assessment process is in place to maintain sound accounting controls.

5.1.2 Develop a methodology and tracking process for assuring accountability of the Department's financial related actions.

5.1.3 Comply with mandates related to Performance Based Budgeting.

5.2 To effectively collect all revenues owed to the Department

ACTION ITEM:

5.2.1 Enforce, monitor, and track the collection of financial obligations owed to the Department through the Fiscal Management section and the Division of Field Operations.

5.3 To evaluate and pursue financial grant opportunities

ACTION ITEM:

5.3.1 Develop a methodology for identifying organizational priorities, researching, applying for, and tracking grants that could enhance the Department's operations or services. Track information on the number and type of grants applied for, awarded, related funding, and operations and/or service enhancements achieved.

5.4 To link fiscal resources to the Strategic Plan.

ACTION ITEM:

- 5.4.1 *Develop and implement a process for identifying, prioritizing, allocating, and tracking financial resources required to achieve strategic action items.*

GOAL 6

TO PROVIDE FOR ORGANIZATIONAL GROWTH AND A CAPABLE, SATISFIED AND DIVERSE WORKFORCE

STRATEGIES

- 6.1 To create a work environment and organizational culture that promotes high performance, employee satisfaction, innovation, empowerment, equality, diversity, health, safety and security.

ACTION ITEMS:

- 6.1.1 *Incorporate an emphasis on the Department's Values into its leadership development initiatives.*
- 6.1.2 *Establish a working atmosphere where employees respect and value each other.*
- 6.1.3 *Develop and deliver training for all staff addressing diversity issues.*
- 6.1.4 *Develop and deliver training for all staff addressing safety and security issues.*
- 6.1.5 *Promote and track equal opportunity in all facets of the Department's operations.*
- 6.1.6 *Promote and track wellness activities for the Department's staff.*

- 6.2 To apply comprehensive workforce planning strategies that will help recruit and retain competent and qualified employees.

ACTION ITEMS:

- 6.2.1 *Ensure a comprehensive methodology for recruiting and retaining employees. Link to the Department's Marketing Plan.*
- 6.2.2 *Review the recommendations of the Hiring, Recruitment and Retention Team for implementation.*

6.3 To provide comprehensive, meaningful employee training and knowledge management systems utilizing up-to-date techniques and technology.

ACTION ITEMS:

- 6.3.1 Develop an annual training plan for each employee. Link training plans to each employee's Planning Stage. Track accomplishment of training plans.*
- 6.3.2 Determine employee training needs for inclusion into the Department's annual training catalogue.*
- 6.3.3 Ensure that specialized employee job knowledge is transferred prior to separation from employment.*
- 6.3.4 Review and evaluate the effectiveness and application of the Department's training courses. Include an annual review process on the application of new skills and learnings on the job.*
- 6.3.5 Develop a methodology that supports employee development and growth through cross training and mentoring relationships.*

6.4 To support and encourage opportunities for professional growth.

ACTION ITEMS:

- 6.4.1 Encourage employee participation in professional organizations and training sponsored by work related associations.*

6.5 To employ an effective and systematic approach for recognizing and rewarding employee achievement and excellence.

ACTION ITEMS:

- 6.5.1 Evaluate the current employee reward achievement program and seek input from employees on ways to improve the process.*
- 6.5.2 Conduct a national review of best practices and develop a comprehensive system and rewards mechanisms for recognizing employee achievement and excellence.*
- 6.5.3 Plan annually for statewide reward and recognition activities.*

6.5.4 *Encourage methodologies for rewarding and recognizing employees at the local level.*

6.6 To identify and support our own “Internal Experts and Consultants” to enable the Department to impact local, state and national agendas.

ACTION ITEMS:

6.6.1 *Encourage “Internal Experts and Consultants” who are willing to conduct training for others, to develop curriculums based on their area of expertise and share with other entities. List staff with specialized training and skills on the Department’s website.*

6.6.2 *Encourage staff involvement in projects and initiatives contributing to local, state and national agendas*

OUR CUSTOMERS

Applicants for Pardons
Attorneys
Clerks of Court
Colleges and Universities
County and City Governments
Federal Government
General Public
Governor
Human Resources Agencies
Job Applicants
Judges
Law Enforcement Agencies
Legislature
National and Local Associations
Non-Profit Organizations
Offender Population
Out of State Agencies
Public and Private Researchers
SCDPPPS Employees
Solicitors
South Carolina Board of Pardons and Paroles
South Carolina State Agencies
Victims

KEY CUSTOMER REQUIREMENTS

Safe Environment
Timely and Accurate Response
Flexible Access
Professionalism
Quality in Services and Products
(Includes Internal and External Customers)